

An Analytical Study on the Factors Governing Corporate Work Culture in West Bengal during the Post-Pandemic Era

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ABSTRACT

The current paper is an attempt to find out the factors, which influence the employees in carrying out work from home in an effective manner, and further to comprehend employees' perception towards the new normal. The study deploys both exploratory and descriptive research designs, with primary focus on inferential statistical procedures. Several hypotheses have been tested, according to the requirements of the study. Random Sampling Technique has been used in order to collect data from the respondents. The sample size for the study is 200. Exploratory factor analysis (EFA) has been conducted, along with various parametric tests, with the help of statistical software SPSS v.25. The results of the study may have wider implications for managers and corporate professionals.

KEYWORDS: Employees, Perception, New Normal, Work from Home

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1. INTRODUCTION

In the given time where the globe and the human kind is going through an imminent transition, the corporates and the industries are also in the race of establishing the new norms and the new trends, among many there is work from home culture which have a wide spread impact not only towards the organization or the employees but it has a global outreach in impacting the daily life of every personnel and their families as well, work from home culture which has been adopted throughout the world have given birth to new industries or in other words revives few industries like technical equipment i.e., headphones, laptops, desktops etc. The humans are now to enter in a new world in the name of a paradigm shift from their conventional work culture to a digitalized contemporary work atmosphere.

2. Literature Review

Work from home being the new normal, it is very crucial that the employees should make them aware and fully concerned about the fact that they have to

understand this new concept with great effectiveness and efficiency (Gibbs, M. 2021). Work home mode is not only a contemporary work culture but also it enables to implement certain work ethical norms with managerial implications which allows the employees to inherit certain administrative and technical knowledge for their betterment from career perspective (Sadun, R. 2021). In any corporate, whenever any transformation takes place there is a high amount of resistance takes place which is very normal but enabling a certain measure to understand the effectiveness of the new concept and the zeal to adopt the same is much more important, however it is pertinent to implement effectively otherwise the effort will not yield the expected results (Vyas, L. 2020). In work home mode there are certain advantages and disadvantages are there but with time and sense of persistency it will be easier to adopt such concept which will convert the disadvantages in to advantages (Bick, A. 2020).

3. Objective of the study

This study seeks to find out factors that mainly impact employees in carrying out work from home effectively and also to understand the perception of the employees towards the new normal. There are several hypotheses have been tested to understand whether there is any impact of gender in maintain good work life balance in work from home mode and also to see if there is any significant change in productivity, work life balance and maintaining a strict work routine in work from home mode in comparison with remote working mode.

3.1. Research hypotheses

H₁: Gender has a significant impact on good work life balance in work from mode.

H₂: There is a significant improve in productivity in work from home mode compare to remote working mode previously.

H₃: There is a significant improve in maintaining a good work life balance presently in comparison with previous mode of working.

H₃: Presently a strict work routine can be followed in work from home mode compare to remote working mode previously.

4. Methodology

This study includes the analyses using a combination of exploratory and descriptive research designs with a major focus on making use of inferential statistical procedures. Where few areas of the research or the research problems were known so some description required in those areas and there were few areas where research problem was unknown, there exploration required. The primary data was collected from employees from various organizations of Kolkata with different job positions and responsibility and the secondary data was collected from websites, journals, magazines etc. Random sampling has been done in order to collect data from the respondents, and the sample size is 200. Exploratory factor analysis (EFA), various parametric tests have been used to analyze the data with the help of the statistical software SPSS v.25.

A structured set of questionnaires were used for collecting the primary data, which was consists of

questions for demographic profile of the respondents, the work from home practices was measured with 10 statements the questions collected on a 5-point Likert scale, where “1” denoted “strongly agree” and “5” denotes “strongly disagree”. For the purpose of scale reliability, Cronbach’s alpha test have been also incorporated. The Kaiser-Meyer-Olkin measure and Bartlett’s test have been used respectively for assessing sampling adequacy and testing sphericity. Exploratory factor analysis (EFA) has been used to identify the factors that mainly motivates the employees for maintaining environment-friendly culture in the organization.

5. Analysis and Results

In order to understand the reliability of the data set the reliability test had been conducted for which the Cronbach’s alpha value is considered which is 0.785 which is above 0.7, as per the rules it can be considered as satisfactory and it can be concluded that the data set reliable enough to proceed. From table no.1 it can be clearly understood.

Table 1: Reliability statistics

Cronbach’s Alpha	No of items
0.785	13

To understand the factors that mainly impact employees in carrying out work from home effectively and also to understand the perception of the employees towards the new normal, factor analysis has been conducted. In table no.2 Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Barlett’s Test of Sphericity have been shown.

Table 2: KMO and Bartlett's test result

Kaiser-Meyer-Olkin measure of sampling adequacy	0.635
Pearsonian chi-square test-statistic (for Bartlett's test of sphericity)	866.759
Degrees of freedom (df)	45
p-value (for statistical significance)	.000

In the process of performing the factor analysis, in the scree plot it can be observed that after the third component the eigen value took a sharp fall below 1 which means there are three factors that are extracted.

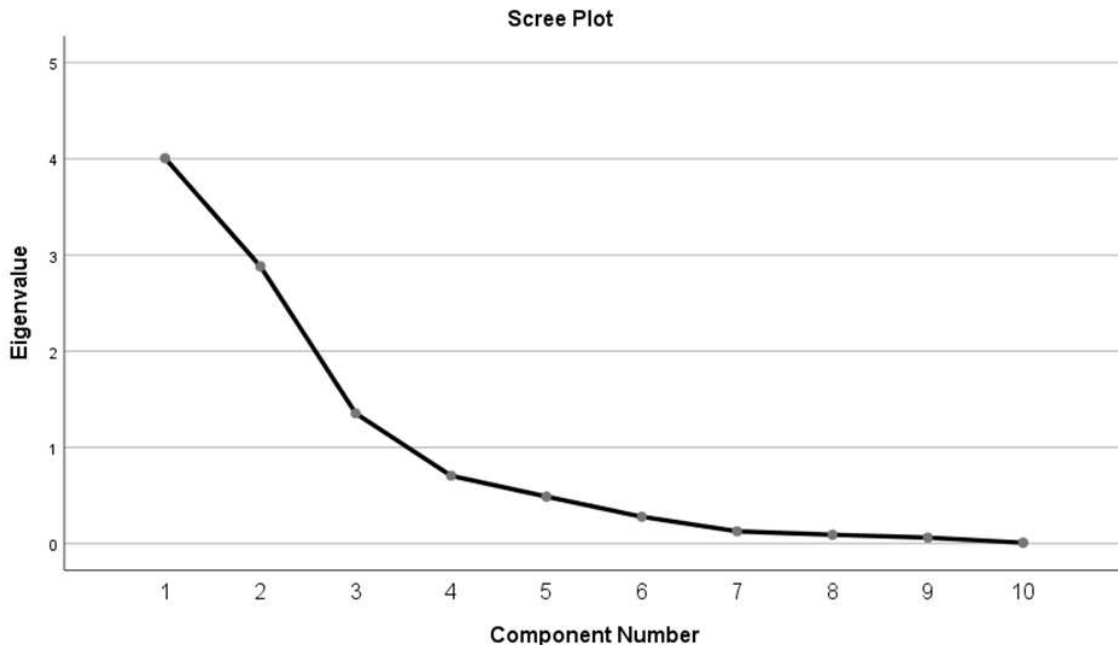


Figure 1

The three factors that are extracted are namely *Administrative Factors*, *Technical Factors*, *Work-Ethical Factors*. Under administrative factors, the following components are collated by using principal component analysis with varimax rotation, *Clarification of the objectives*, *Effective communication*, *Effective coordination*, *Flexible timing* for productivity. In a way these all are administrative and managerial roles to be played in a corporate. Under Work-ethical factors the following are included *Good work life balance*, *Maintaining good-work routine*, *Easy to turn-Off work mode* and *Flexible breaks*. Lastly for Technical factors the components which are included are *Tools & Equipment* and *Separate and suitable space*. Depending on the Rotated component matrix where Principal Component Analysis have been performed with Varimax rotation method is used, these three factors are extracted and it can be also understood that these three factors are responsible for effective work in work from home mode. Hence it can be concluded that, in case of Exploratory Factor Analysis three factors have been extracted namely administrative factors, work-ethical factors, technical factors which are responsible for motivating or influencing the employees in work from home mode, these three factors have eigen value more than 1.

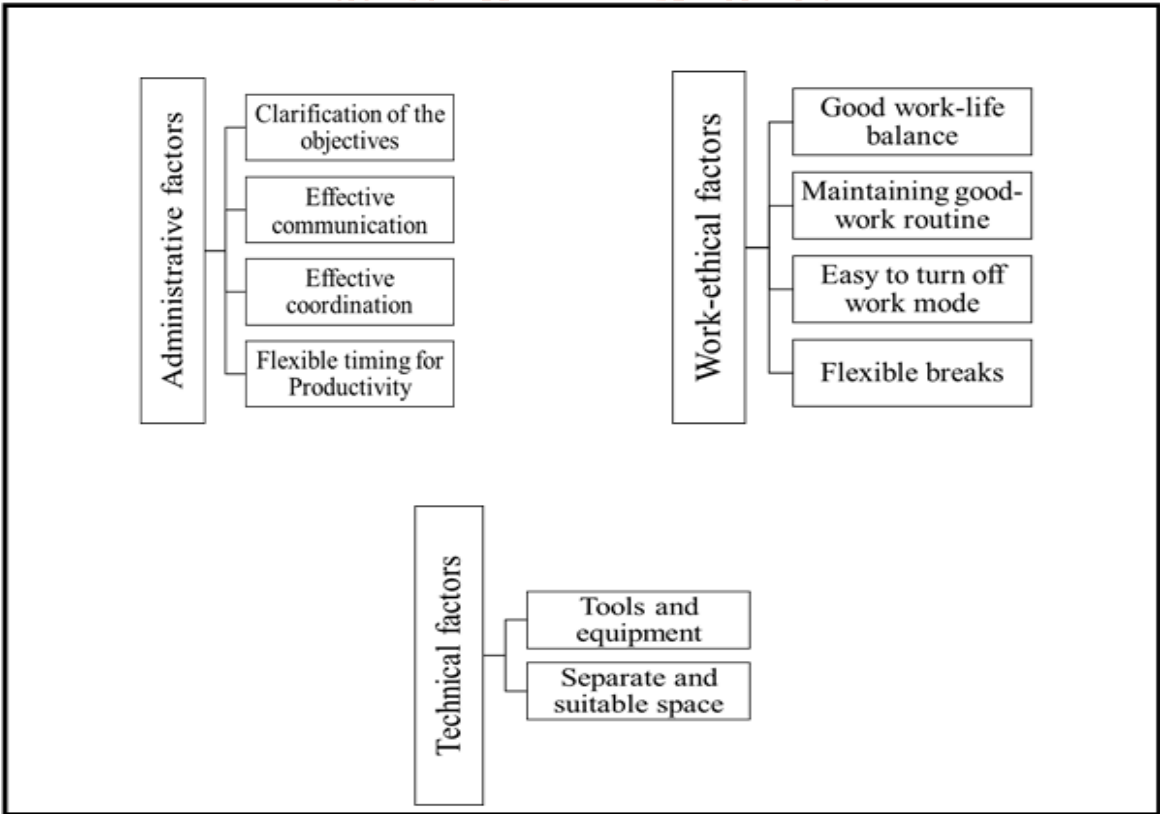


Figure 2

While analyzing the data it had been found out that gender has no significant impact on maintaining a good work life balance whereas it is also has been found out that there is a significant improve in the productivity of the employees in the work from home mode compare to the previous mode of working, similarly in case of work life balance there is significantly improve had been witnessed in comparison to the previous mode of working. In case of maintaining a strict work routine there also a significant improve have been there because in all the cases the p values are less 0.05 for which the alternate hypotheses have been selected.

Table 3: Independent sample t -tests on gender-wise Work life balance scores

Variable concerned	Variances of two groups	Observed value of t -statistic	df	Sig.
Maintaining a good work life balance	equal	-0.105	78	0.917
	unequal	-0.104	75.743	0.907

From table 3 it can be clearly understood that gender has no significance impact on maintaining a good work life balance as the significance value is more then 0.05. Hence H_1 is rejected.

Table 4: Paired Sample Test

Variable concerned	Observed value of t -statistic	df	Sig.
Productivity – Before & after the Pandemic	3.838	79	0.000
Work life balance – Before & after the Pandemic	8.998	79	0.000
Maintaining Work routine	-8.516	79	0.000

From table 4, the hypothesis H_2 , the productivity of the employees has increased significantly after the pandemic in comparison with the productivity before the pandemic, is accepted as the p -value is less than 0.05.

For the hypothesis H_3 , having an improved work life balance after the pandemic is also accepted as the p -value is less then 0.05 and similarly, for H_4 , the alternate hypothesis is also accepted as the p -value found out to be less than 0.05.

6. Conclusion

In the present era the work from home mode is the demand of the day, there have been a growing concern among the employees have also been witnessed in terms of adopting the new norms irrespective of age barrier, other technical barriers, because the market is very saturated and in order to survive it is crucial to abide by the norms and regulations that are now being propounded, hence the aspects that drive the employees to work efficiently should be always monitored by the organizations and also there has to be effective leadership skills and team coordination strategies to be implemented to motivate the employees in a regular intervals. Though there are factors and constraints are present to disbalance the work culture in this new mode but still there is a dearth of space where the improvisation in terms of work culture can be implemented.

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